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THE UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

STRATEGY AND BUSINESS PLAN

SUMMARY

In accordance with Executive Board decision 96/43, the present document contains the strategy and business plan of the United Nations Development Fund for Women (UNIFEM) for the period 1997-1999. The plan sets forth the areas of focus and modus operandi of the Fund. Chapter V contains the six strategic objectives established for the next three years. Chapter VI discusses the work plan of the Fund and specifies resource requirements. Chapter VIII contains a recommendation for Executive Board action.

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I. THE MANDATE AND GOAL OF THE UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

1. In its resolution 39/125 of 14 December 1984, the General Assembly established the United Nations Development Fund for Women (UNIFEM) to play an innovative and catalytic role in the promotion of women's empowerment and gender equality. More specifically, the Fund's mandate is:

(a) To support innovative and experimental activities benefiting women, in line with national and regional priorities;

(b) To serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible at the pre-investment stage;

(c) To play an innovative and catalytic role in relation to the United Nations overall system of development cooperation.

2. Paragraph 335 of the Platform for Action adopted by the Fourth World Conference on Women in 1995 affirmed the Fund's role as the United Nations agency dedicated to the economic and political empowerment of women. UNIFEM defines economic empowerment as an increase in women's entitlement to and control over all forms of economic resources, including income, assets, opportunities and benefits. Political empowerment is defined as an increase in women's power to control their own lives within and outside their homes and to influence the direction of social change.

3. The goal of UNIFEM is to increase options and opportunities for the economic and political empowerment of women in developing countries, especially those living in poverty, so that they can more effectively contribute to and benefit from the development of their communities and countries.

4. The strategy and business plan contained herein presents the organization's strategic objectives and activities for the next three years. The narrative that follows provides an overview of the market niche, challenges, opportunities and parameters that shape the UNIFEM programme. The Fund's three-year work plan is contained in the annex to the present document.

II. THE NATURE OF THE FUND'S BUSINESS

A. The work of the organization

5. UNIFEM is in the business of bringing about systemic change that will lead to women's economic and political empowerment. To ensure optimal programme focus and effectiveness, UNIFEM will concentrate on three thematic areas:

(a) Strengthening women's economic capacity as entrepreneurs and producers, especially in the context of the new trade agendas and the emergence of new technologies;

(b) Engendering governance and leadership that will increase women's participation in the decision-making processes that shape their lives and be responsive to the livelihood needs and realities of women and communities;

(c) Promoting the realization of women's rights (civil, cultural, economic, political and social) and the elimination of violence against women to facilitate women's full participation in their societies.

B. How UNIFEM does its work

6. Based on its experience and as recommended by the external evaluation of UNIFEM (see DP/1996/34 for the executive summary of the evaluation), the Fund will use five strategies to implement the empowerment agenda:

(a) Building the capacity and leadership of women's organizations and networks to enable them to take advantage of new opportunities, participate more effectively in decision-making and seek accountability from both States and markets;

(b) Advocacy to leverage political and financial support for women from a range of stakeholders in the development process and, in so doing, gaining their commitment to the empowerment agenda;

(c) Forging new synergies and effective partnerships between women's organizations, Governments, the United Nations system and the private sector;

(d) Undertaking pilot and demonstration projects to test innovative approaches to women's empowerment, so that successes may be replicated and lessons mainstreamed;

(e) Building an operational knowledge base by documenting and disseminating the ways and means of empowering women.

7. The previous work of the Fund has shown that small amounts of money can make a major impact if the resources result in the formulation of gender-sensitive laws, policies and practices. UNIFEM plans to deploy its relatively small investments as strategic seed capital in priority areas, with the aim of leveraging external resources, including financial, institutional and human resources.

C. UNIFEM and its partners

8. As a result of the Fund's strategic position within the United Nations system and with its strong linkages to women's organizations and Governments, UNIFEM is able to mediate between women, Governments, the United Nations system and, increasingly, the private sector. Thus the Fund cross-fertilizes and integrates multiple realities, from the local to the global. The work of UNIFEM consists of bringing the reality of women's lives at the local level "upstream", so that they become a factor in policy-making and economic decisions at the

governmental level, in corporate decision-making and within the global consensus forged through United Nations mechanisms.

9. The Fund's business of engendering systemic change is undertaken in three distinct contexts:

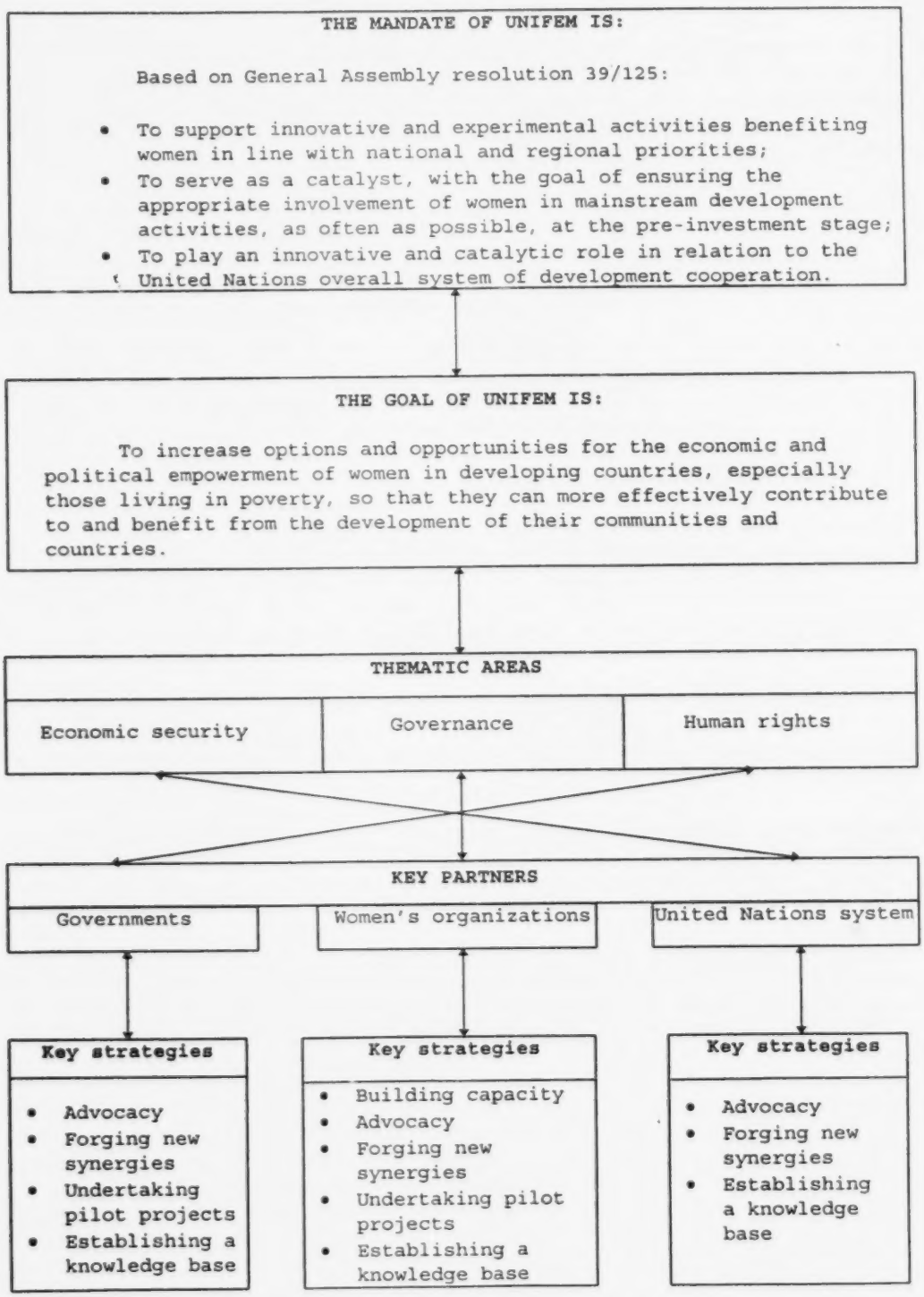
(a) Building the capacity of women's organizations. One of the great successes of UNIFEM has been the fostering of networks and linkages that contribute to women's empowerment, policy reform and gender-sensitive development. In its role as a broker, funds from UNIFEM have been used to strengthen women's capacities in networking, disseminating information, advocacy and management. In the current context of limited resources and globalization, UNIFEM will now focus on building new capacities for self-sustainability and transnational cooperation among women's organizations;

(b) Working with Governments at the country level. UNIFEM seeks to ensure that gender concerns are incorporated into mainstream policies and programmes at local and national levels. UNIFEM brokers relationships between Governments and women, thereby building common ground between Governments and women's groups. Such an approach will combine work on development planning and statistics with work on the kind of tools that women will need to play central roles at national levels, especially negotiation skills;

(c) Playing a catalytic role within the United Nations system. United Nations agencies are key UNIFEM partners. UNIFEM works closely with other United Nations women's programmes and participates in United Nations advisory groups, committees and task forces to provide substantive inputs and to ensure that gender is taken into consideration. Particular attention is paid to collaboration with all agencies on the implementation of the Platform for Action of the Fourth World Conference on Women with all agencies. Programmatic collaboration with operational agencies such as UNDP, the United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) is especially important at the field level, where the greatest opportunities lie.

10. The diagram below illustrates the relationship between the mandate and goals of UNIFEM and its thematic areas, partners and strategies.

UNITED NATIONS DEVELOPMENT FUND FOR WOMEN


THE MANDATE OF UNIFEM IS:
Based on General Assembly resolution 39/125:
To support innovative and experimental activities benefiting women in line with national and regional priorities;
To serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible, at the pre-investment stage;
To play an innovative and catalytic role in relation to the United Nations overall system of development cooperation.
THE GOAL OF UNIFEM IS:
To increase options and opportunities for the economic and political empowerment of women in developing countries, especially those living in poverty, so that they can more effectively contribute to and benefit from the development of their communities and countries.
THEMATIC AREAS
Economic security
Governance
Human rights
KEY PARTNERS
Governments
Women's organizations
United Nations system
Key strategies
Advocacy
Forging new synergies
Undertaking pilot projects
Establishing a knowledge base
Key strategies
Building capacity
Advocacy
Forging new synergies
Undertaking pilot projects
Establishing a knowledge base
Key strategies
Advocacy
Forging new synergies
Establishing a knowledge base

D. Criteria for programme selection

11. While the economic and political empowerment agenda is the overall business of the organization, UNIFEM is mindful of the balance that must be established between limited resources and the activities required to fulfil its mandate. As such, the Fund is working on strengthening the criteria it uses to determine where and how to invest its resources.

12. Currently, UNIFEM relies on two levels of criteria to determine how to invest its resources. At the first level, UNIFEM is opportunity-driven, using the criteria below to determine the areas in which the experimental and catalytic projects and programmes it develops will have the greatest potential for positive impact and mainstreaming. Key considerations in this regard include the following:

(a) The magnitude of the feminization of poverty. UNIFEM targets resources and opportunities at countries with a significant number of women living in poverty. In considering extent of poverty, it takes into account countries' gender-related development index and the gender empowerment measure as described in the Human Development Report 1995;

(b) The level of national commitment to women's empowerment. The existence of national development plans and machinery that incorporates a recognition of the importance of gender and women are important starting points for the Fund's work. UNIFEM is also examining the extent to which Governments have followed up on the commitments they made in the Beijing Platform for Action;

(c) Relatively stable State machinery. The existence of functioning agencies, bureaus and ministries that can initiate and implement programmes for women's empowerment is critical to ensure that the work of UNIFEM has a lasting impact at a national and regional level;

(d) An enabling environment for civil society. The existence of women's networks and women's organizations - whether activist, advocacy-oriented, or academic - is key to the effectiveness of UNIFEM. The potential for strengthening them is an important consideration;

(e) Complementarity with work of larger agencies. The Fund's long history of successful collaboration with United Nations partners and its ability to influence their larger-scale investments offer opportunities to mainstream gender into existing efforts, thus improving their overall impact and effectiveness.

13. The above-mentioned criteria assist UNIFEM in determining the areas and countries in which it invests and, according to conditions in each country, which types of strategies it employs. A second set of criteria or questions are used to guide decision-making to ensure that only those activities with the highest overall impact will be undertaken. This process asks questions such as:

(a) Does it lead to an improvement in women's ability to govern their own lives and influence the world around them, whether in the household, the community and/or the marketplace? How does it do this?

(b) Does it lead to or precipitate systemic changes that will increase women's choices and promote their empowerment? How does it do this?

(c) Does it reflect the realities and critical issues for women in the region? Which ones and how?

(d) Does it support and add depth to existing subprogrammes? How does it relate to them and give added value?

(e) Does it offer opportunities to link with work in other regions and promote cross-regional information-sharing, collaboration and programming? How does it do this?

(f) Does it offer opportunities for mainstreaming within the United Nations system?

14. These general criteria will be further sharpened through the ongoing work of the UNIFEM Criteria Task Force, which will revise criteria based on results of the regional strategic planning workshops to be held during 1997. UNIFEM will then decide which types of activities will be undertaken in which countries. Plans for the European region will be formulated on the basis of review of the outcome of the regional workshop on implementation of the Platform for Action of the Fourth World Conference on Women, held in Bucharest, Romania, in September 1996, and on the basis of the strategies developed by the UNDP Regional Bureau for Europe and the Commonwealth of Independent States.

III. NEW OPPORTUNITIES AND CHALLENGES IN THE CHANGING EXTERNAL ENVIRONMENT

15. The future directions of UNIFEM must be charted in the context of global trends that present both challenges and opportunities to women. Key trends that affect the Fund's business, strategies and activities include the following:

(a) Globalization is leading to the integration of national economies into worldwide markets and production systems. This process has a significant impact on the realities of women's lives. Without critical interventions to help women overcome the challenges and take advantage of the opportunities of globalization, women will become even more marginalized;

(b) Global consensus on social priorities has emerged, based on the commitments made at the major United Nations conferences and summits of this decade. This consensus includes as a priority the need to address issues related to the economic and political empowerment of women;

(c) The 1995 Fourth World Conference on Women in Beijing was of special importance to UNIFEM. Paragraph 77 of the report of the Secretary-General on the implementation of the Beijing Platform for Action to the General Assembly at

its fiftieth session (A/50/744) states that UNIFEM "... will continue to focus its work at the country level within the context of the Resident Coordinator system. UNIFEM will also work to bring its experience in programme countries to the attention of other organizations in the United Nations system with a view to strengthening the gender perspective of development programmes and increasing synergy with other United Nations organizations";

(d) The United Nations commitment to gender equality following the Fourth World Conference on Women has led to the establishment of high-level mechanisms to ensure that the gender equality mandate is taken forward in a collaborative manner and integrated into the follow-up to the other world conferences. UNIFEM is the substantive focal point in the Committee on Women and Gender Equality to engender the work of the Administrative Committee on Coordination task forces that are responsible for global conference follow-up;

(e) Ongoing reform in the United Nations system and the fact that other agencies are increasingly adopting a gender perspective in their programming will allow UNIFEM to focus on being catalytic and serve as a source of information and expertise in order to strengthen gender-mainstreaming overall;

(f) The emphasis on constituency-building and women's participation in sustainable development are widely acknowledged as areas to which the United Nations agencies will pay greater attention. Over the past 20 years, UNIFEM has built a global constituency that continues to support the work of the organization;

(g) Recent official development assistance trends show a continuing decline in the share of funds to multilateral agencies. However, the UNIFEM portion increased by 13.6 per cent in 1996, after allowing for the one-time special contribution of $3.479 million from donors in 1995. While the total number of donors has remained the same, UNIFEM foresees the need to make a strong effort to diversify its funding base so as to meet the objectives identified for the next three years.

IV. INTERNAL FACTORS

16. In its work over the next three years, the Fund will draw on its key resource - highly dedicated and qualified staff, who have a strong corporate commitment to the UNIFEM mandate to promote the economic and political empowerment of women. The diversity of skills, backgrounds, experience and leadership capacity of UNIFEM staff are a critical asset to the organization. However, UNIFEM has also identified significant challenges through its institutional evaluation, strategic planning workshops and task force meetings. For UNIFEM to maximize opportunities, it must address the need to:

(a) Incorporate more cross-functional and consultative work styles. As a global organization, UNIFEM staff constantly face the challenge of working across regions, disciplines and operating styles. In the past year, UNIFEM has created task forces that span departments and professional levels to grapple with and recommend solutions to institutional issues. It is critical to

continue to find innovative ways of encouraging cross-fertilization and teamwork;

(b) Sharpen programmatic focus. Strengthening the organization's ability to develop strategic programme selection criteria and hold itself accountable to them must be strong elements of the UNIFEM planning processes;

(c) Offer high-quality technical expertise to key partners. The capacity of the Fund to ensure its relevance in a rapidly changing multilateral and global environment depends on the knowledge, skills and abilities of the entire staff. Investments that promote and support staff learning are key to fostering partnerships that can effectively move the organization towards achieving its objectives;

(d) Install and use state-of-the-art information systems and technologies. Precisely because of the nature of its work and the ever-increasing demands for UNIFEM support and expertise, access to a user-friendly management information system is a high priority for the organization.

V. STRATEGIC OBJECTIVES

17. In order to become a more influential and strategic organization, UNIFEM will pursue the following six objectives:

(a) Increase options for women, especially those living in poverty, through focused programming in its three thematic areas. All of the Fund's work will focus on the economic and political empowerment of women. Hitherto, past work had been divided into projects and non-project or advocacy activities. Instead of this differentiation, advocacy work will be treated as an essential component of all of the organization's work, since it is a critical element in enabling UNIFEM to influence policy changes and legal reforms at a systemic level, both within the United Nations system and at regional and country levels. The three thematic areas of economic empowerment, governance and human rights along with the five strategies identified in chapter II above will define and guide programme-related work for the next three years;

(b) Strengthen the Fund's effectiveness by building on strategic linkages to field-level experience and incorporating the principles of a learning organization. As an innovative and experimental organization, UNIFEM plays a dual role as a learning organization and an advocacy organization. It is committed to incorporating what it learns into all aspects of programme and project development. Emphasis will also be placed on extracting and disseminating positive and negative lessons, so that best practices to support women's empowerment can be replicated and worst practices avoided;

(c) Strengthen the United Nations system's capacity to support women's empowerment and gender-mainstreaming in its policies and programmes. In the context of implementation of the Beijing Platform for Action, UNIFEM will continue to contribute to the coordinated efforts and responses of all agencies, including UNDP, UNFPA, UNICEF, the Division for the Advancement of Women of the United Nations Secretariat and the United Nations International Research and

Training Institute for the Advancement of Women. The Fund's experiences with national-level implementation efforts and its overall substantive knowledge base on the empowerment of women will support a process of linking operational experiences with policy formulation, so that the everyday realities of women's lives form the basis of the implementation plans of the Platform for Action. This collaboration will take place at both international and national levels;

(d) Ensure that UNIFEM personnel and financial and programme management systems effectively and efficiently support the goals and programmes of the organization. The Fund's everyday management and administration systems must provide efficient and effective operational support, with clearly defined performance accountability mechanisms;

(e) Strengthen partnerships with key stakeholders so as to increase understanding of the Fund's work and its value for women's empowerment. UNIFEM must also continue to build linkages with such key stakeholders as United Nations agencies, donors and women's organizations, so as to promote a greater understanding of the Fund's work and to respond adequately to the expectations of women's organizations around the world;

(f) Build a larger and more diversified resource base. UNIFEM has benefited from an increase in contributions over the past two years. Nevertheless, the Fund is aware that the trend of declining official development assistance is one to which it must pay careful attention. Over the next three years, UNIFEM will pursue a strategy of diversification of its resource base and strengthening of its strategic partnerships, in order to create a stable and predictable increase in resource flows over the next three years.

VI. THE WORK PLAN OF UNIFEM, 1997-1999

18. The annex to the present document contains the work plan of UNIFEM for the next three years. The work plan is organized according to the Fund's strategic objectives, as discussed in chapter V above. The activities to be undertaken to address each objective are linked to two different resource scenarios: (a) a stable flow of income at the 1997 level; and (b) an increased income flow to allow for full programme implementation over the next three years. Programme costs for each activity are given under each resource scenario. The proportion of time UNIFEM personnel devote to each objective is also provided and costed as a proportion of total personnel costs. Personnel costs noted within the present document include the costs of all staff who work full-time, directly with UNIFEM, from all sources of funding.[1] These figures take into account the lifting of the restrictions on filling all established headquarters posts, as supported by a large number of delegations at the Executive Board at its third regular session 1996 (see para. 142 of DP/1996/39).

19. The annex distinguishes between those activities that would possibly receive UNDP support and for which executing agency status would be beneficial and those activities suitable for support under the UNDP financial framework resource line for United Nations system support for policy and programme development (SPPD). All of these activities build on the comparative advantages of UNIFEM. It should be noted that UNIFEM already carries out such activities

directly with its own resources; hence the procedures are already in place to ensure that UNDP funds would be handled appropriately. Those procedures would be studied by UNDP as a part of its process in determining the capacity of UNIFEM to serve as an executing agency.

20. Figure 1 provides a graphic representation of resource allocations by objective, based on a projection of income as stable at the 1997 level for the three-year period of the business plan. Figure 2 shows potential resource allocations if income levels were increased by $27 million over the next three years. A comparison of figures 1 and 2 illustrates the shift in the use of resources that would be possible with increased income. Specifically, the increase would allow UNIFEM to:

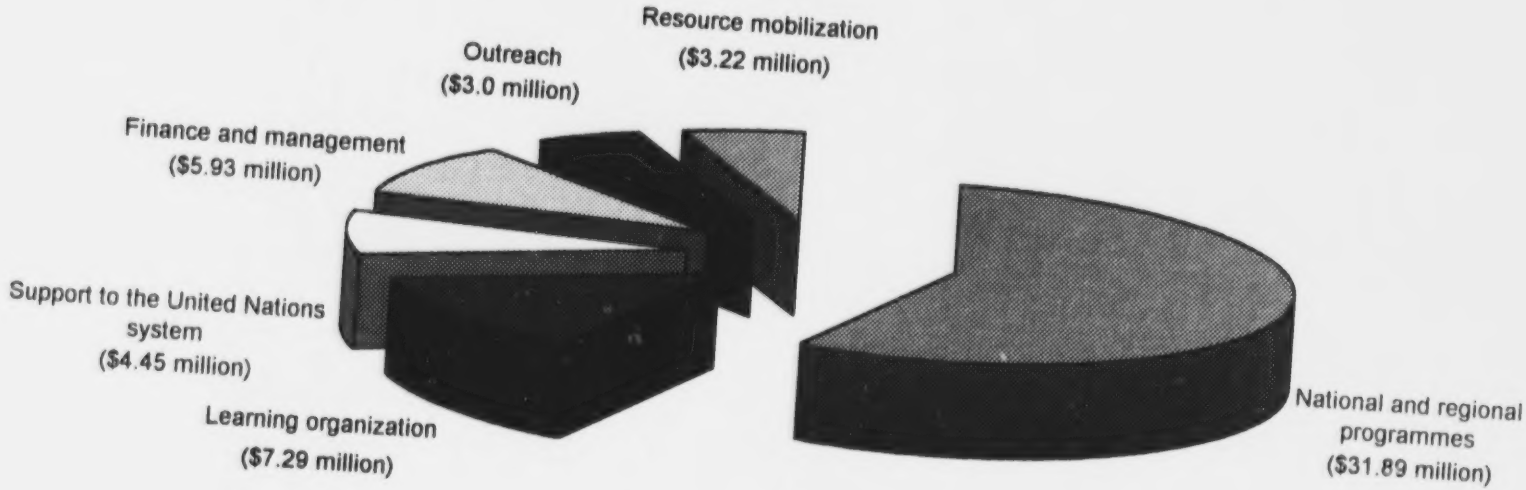
(a) Strengthen its work as a centre of expertise, based on its field experience, in order to enhance the capacity of others within the areas of the economic and political empowerment of women and share lessons learned through information-dissemination activities;

(b) Work within the United Nations to strengthen the overall focus on issues of concern to women throughout the system. As described in the annex, this work would be carried out at the international level, as well as at the national level, in developing countries, through the resident coordinator system.

21. The emphasis on the Fund's role as a learning organization and its work in support of the United Nations system's capacity to promote women's empowerment will be increased; at the same time the Fund will continue to strengthen its work in developing countries. The Fund's experience base is vital to the success of its work in analysis and advocacy, as well as its work within the United Nations system.

22. In order to enable UNIFEM to strengthen its work as a centre of excellence as well as its work within the United Nations system, its resources must increase during the next three years by an additional $27 million over the 1997 level. Thus, UNIFEM will work to achieve an increase in its income in 1998 of $9 million over the 1997 level, and an increase in its income in 1999 of $18 million over the 1997 level. Figure 3 illustrates the required increase in income over the three-year period of the business plan; it also provides the historical breakdown of income between contributions to general resources and contributions earmarked for specific purposes. The ratio of general resources to specific-purpose contributions has been approximately 2:1. UNIFEM hopes to be able to maintain this ratio, notwithstanding the overall trend towards earmarked contributions. Because of the nature of the Fund's work, resources are often disbursed in relatively small amounts of $100,000 or less for catalytic activities or to leverage other resources. Resource mobilization on an activity-specific basis would be time-consuming and relatively costly and would significantly delay response time.

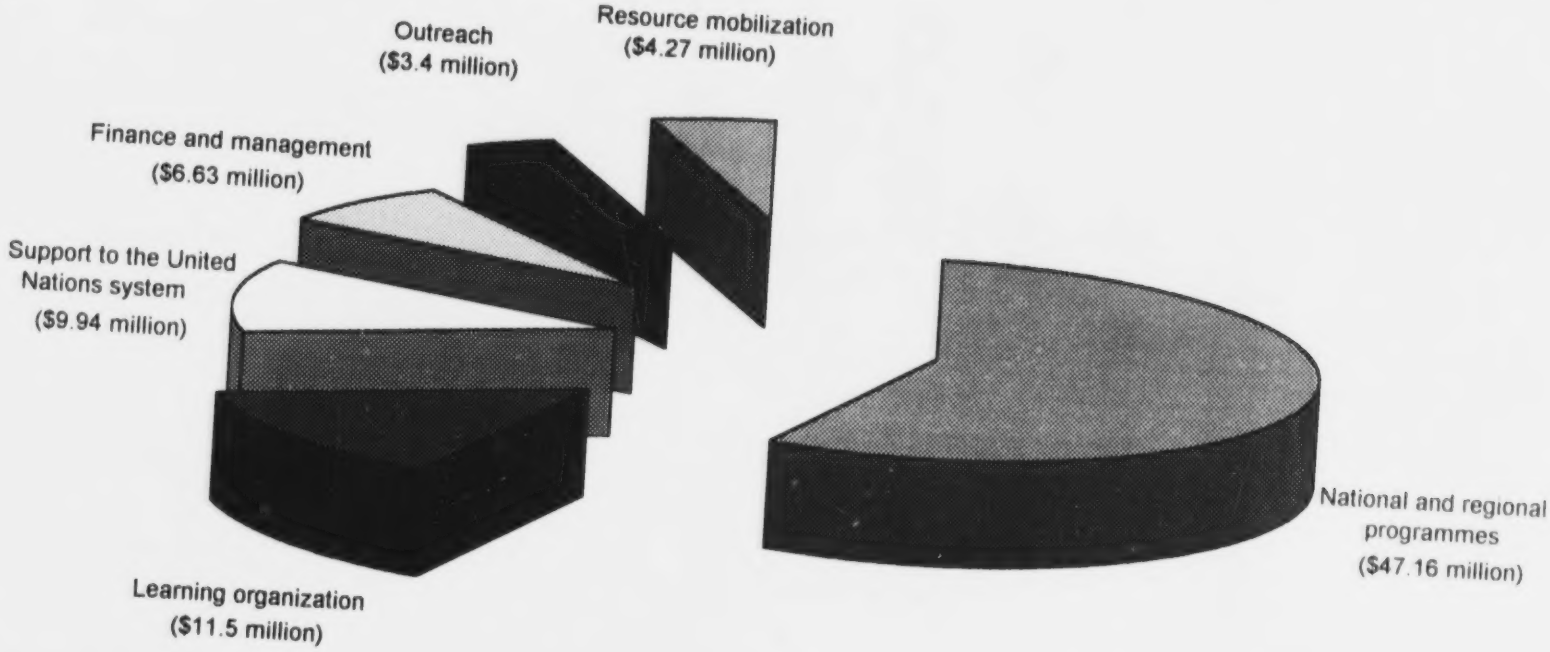
Figure 1. Resource allocation by objective for the period 1997-1999 based on a projection of income as stable at the 1997 level, all sources of income



Annual = $18.59 million

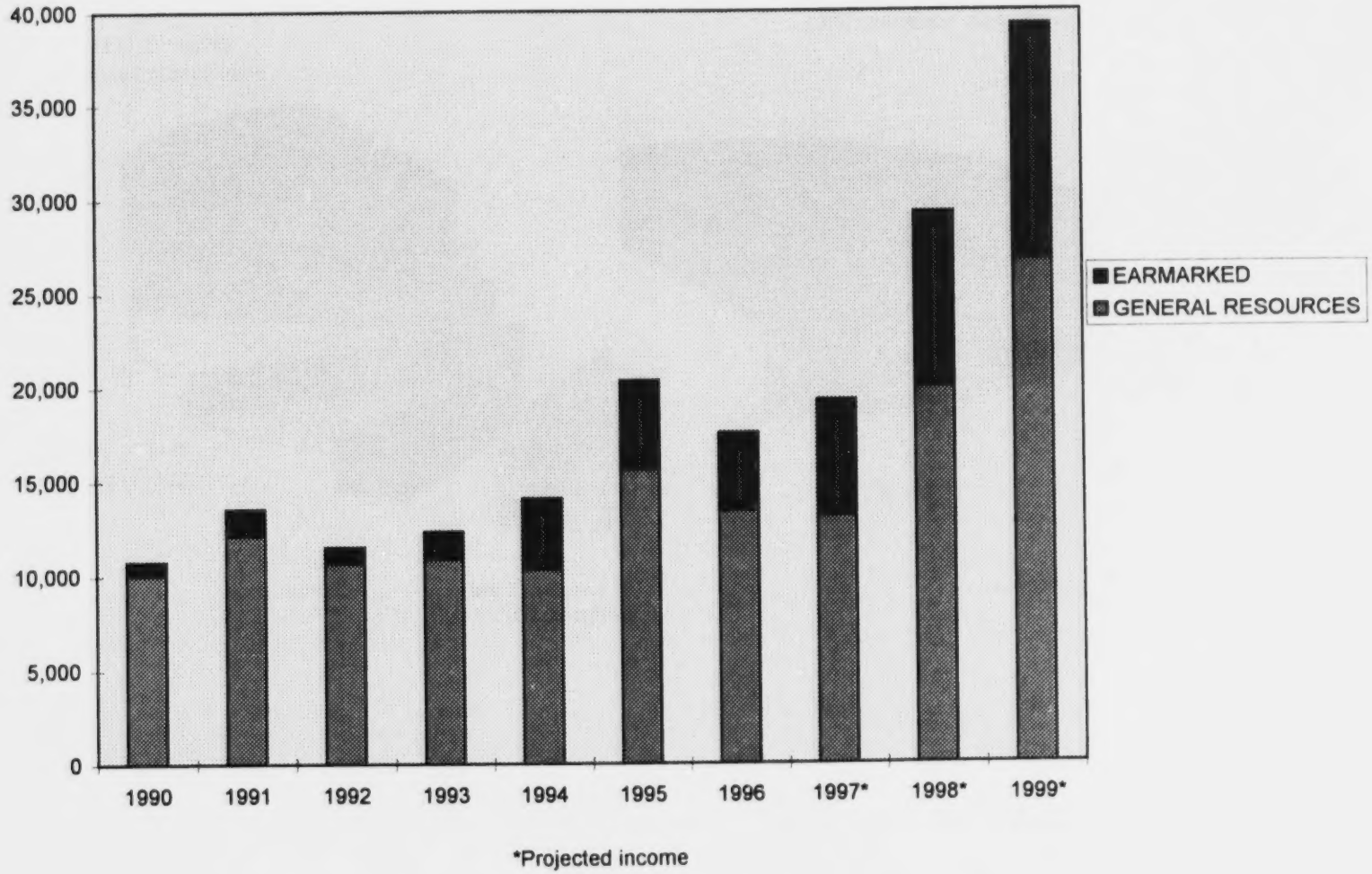
Total allocation = $55.80 million

Figure 2. Resource allocation by objective, including additional resources required, for the period 1997-1999, all sources of income



Total allocation- $82.90 million over three years
1997 - $18.59 million
1998 - $27.65 million
1999 - $36.66 million

Figure 3. Income by year by category from all sources



*Projected income

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23. It is anticipated that increases in income will change the profile of income sources to some extent. In the past six years, 95 per cent of income to UNIFEM has come from government contributions, while income from multilateral and private sources have averaged 1 per cent and 4 per cent, respectively. With the implementation of its new resource mobilization strategy, UNIFEM aims to increase income share from private sources to 4 per cent and from multilateral sources to 7 per cent. Government contributions would then account for 89 per cent of total income. Actual amounts to be mobilized from each source are given in the table below. Figure 4 illustrates the income levels of each income source, and projections for growth for each source in the next three years.

Income targets by potential sources[a]

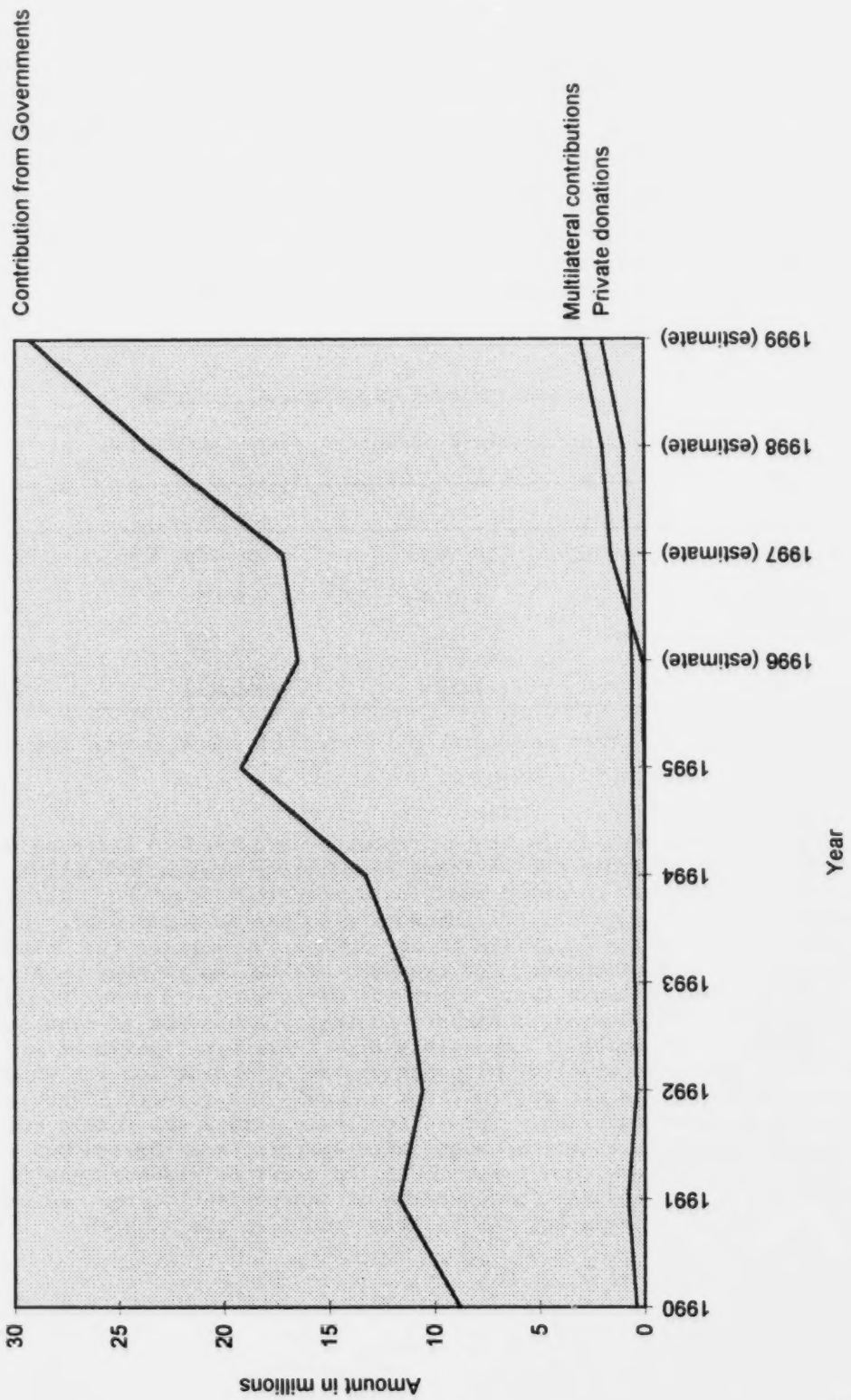
(In thousands of United States dollars)

Source	1997	1998	1999
Government	17 260	26 260	34 260
Multilateral	1 200	2 000	3 000
Private	800	1 000	2 000
TOTAL	19 260	29 260	39 260

[a] Projected to cover programme and personnel costs and an operational reserve.

24. In the annex, estimates of the resources required to increase the capacity of UNIFEM to work within the resident coordinator system (objective 3) may be found in column four, entitled additional resources required. The Fund's regional programme adviser (RPA) network also has an important role to play in increasing the ability of UNIFEM to strengthen the work of the United Nations system in the area of gender. At present, UNIFEM has 11 RPAs in Africa, Asia and the Pacific and Latin America and the Caribbean. In order to provide services to all developing countries, in theory, each RPA is required to work in over 20 countries, which is impossible from a practical point of view. Experience has shown that, despite the degree of dedication for which UNIFEM RPAs are known, it is not possible for a single RPA to work effectively in more than four or five countries. This effectively limits the Fund's reach in terms of developing countries to, at most, 55. At this time, UNIFEM would like to expand its RPA network to a total of 15, in order to place 2 RPAs in Central and Eastern Europe and the Commonwealth of Independent States, as well as 1 additional RPA in Asia and the Pacific, and 1 in the Maghreb.

Figure 4. Profile of income sources



VII. CONCLUSION

25. The present business plan will be a critical tool in the Fund's work for the next three years. It reflects the intentions of the Fund, set squarely within its mandate, to focus its work with its partners for maximum effectiveness. The plan reflects lessons and observations from the evaluation of UNIFEM undertaken in 1996 (see DP/1996/34 for the executive summary). It embodies the UNIFEM commitment to support mainstreaming efforts at all levels of its work - with Governments, the resident coordinator system and the United Nations system as a whole. Finally, the plan is directly linked to the recommendations and commitments embodied in the Beijing Platform for Action, the UNIFEM blueprint and compass for mainstreaming gender issues and achieving women's empowerment in the twenty-first century. Thus, support for the Fund's proposed work plan (see annex) is support for the far-reaching commitments made at global conferences throughout the current decade - commitments that, if fulfilled, have the potential to create opportunity, equality, peace, and sustainability for women, men, and, most importantly, future generations.

26. UNIFEM is at the crux of global change processes that are both promising and challenging. The organization's role as a catalytic Fund for women within a United Nations system that is intent on widespread reform provides opportunities for influencing policies and their impact in unprecedented ways. As the role of civil society becomes more widely recognized as a critical component of good governance, the Fund's 20 years of experience as a bridge between civil society and Governments as well as between civil society and multilateral organizations serves as a valuable knowledge base. The history of the Fund's work for women's economic and political empowerment can inform and support national, regional and international efforts to fulfil commitments made in all of the international conferences of the 1990s to mainstream gender issues.

VIII. EXECUTIVE BOARD ACTION

27. The Executive Board may wish to:

1. Endorse the programme focus and modus operandi set out in the strategy and business plan of the United Nations Development Fund for Women (UNIFEM) (DP/1997/18);

2. Endorse the Fund's increased emphasis on its work as a centre of expertise as well as its work within the United Nations system;

3. Urge the international donor community to increase its contributions to UNIFEM to make available the additional resources required over the next three years.

Notes

[1] UNIFEM personnel and directly related costs total $8.42 million. These costs are financed from: administrative budget, $3.4 million (estimated for the 1998-1999 biennium); technical support budget, $0.87 million (estimated for the 1998-1999 biennium); and programme budgets, $4.15 million. It should be noted that the administrative budget, at the proposed level, would account for 11.6 per cent of total resources in 1998 and 8.6 per cent in 1999.

Annex

UNIFEM WORK PLAN, 1997-1999

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
1. Increase options for women, especially those living in poverty, through focused programming in the three thematic areas.	Strengthening women's economic capacity as entrepreneurs and producers, especially in the context of the new trade agendas and the emergence of new technologies.			• Increased understanding by policy makers and women's organizations of the impact of trade and other economic policies on women's livelihoods.
	• Undertake situation analysis on impact of global, regional and national economic policies (especially trade policies) on women's livelihoods, including countries in transition. a/ b/	$200,000 (2 analyses publicized and disseminated)	$200,000 (publication and dissemination of 2 additional analyses undertaken in countries in Eastern Europe and the Commonwealth of Independent States)	• Increased understanding among women's organizations of the trade policy-making process and of where and how to intervene. • Proposals for changes in policy and legislation affecting women's livelihoods developed and approved.
	• Build the capacity of women's organizations/networks to advocate for changes in economic policies (especially trade policies) affecting their livelihoods through: a/			• Delivery/support institutions in government, non-government and private sectors more gender sensitive. • Women enabled to seize opportunities arising from globalization and trade through, for example, moving into non-traditional activities and new expanding markets.
	(a) Production/dissemination of accessible advocacy materials and media campaigns;	$300,000 (3 countries)	$600,000	• Women, particularly those with low incomes, have improved access to information, technology, credit and markets, translating into quantifiable income gains.
	(b) Providing opportunities for exchange of national, regional and cross-regional experiences and strategies among women and policy makers;	$256,000 (2 national; 2 regional; 1 interregional)	$1,000,000	

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Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	(c) Linking women's producer groups to increase access to markets, information, technology and credit.	$800,000 (3 countries)	$1,400,000	
	• Work with national, regional and international institutions such as banks, small-industry support agencies, chambers of commerce, investment centres, agricultural extension agencies and technology centres and trade centres that provide information on inputs for women's livelihood activities to engender relevant policies that affect women's livelihoods. a/ b/	$400,000 (3 activities)	$300,000 (2 countries of Central and Eastern Europe and Commonwealth of Independent States region)	
	• Support the design and implement pilot livelihood activities in the areas of small enterprise development, trade and natural resource management. In some cases pilot projects will include forging partnerships between socially conscious investors and women.	$400,000 (2 projects formulated and 1 pilot project being implemented)		
	Subtotal:	**$2,356,000**	**$3,500,000**	
	Engendering governance and leadership that will increase women's participation in the decision-making processes that shape their lives and that will be responsive, in terms of livelihoods, to the needs and realities of women and communities.			• Increased number of women participating in political processes. • More women holding decision-making positions. • Alliances and coalitions improved.
	• Build capacity and develop skills to strengthen women's leadership in order to promote their access to and participation in decision-making structures, including participation in the electoral process. a/	$815, 000 (6 countries)	$950,000 (9 additional countries and increased interregional collaboration)	• Increased awareness and acceptance of women as a political force. • Increased awareness of women's contributions to fostering a culture of peace.

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Support women's organizations and national machineries to engender national legislation, policies, plans and programmes in selected countries as part of the implementation of the Beijing Platform for Action. a/	$833,000 (8 countries and 1 regional network)	$750,000 (3 countries)	• Increased participation of women's involvement in peace-building.
	• Facilitate the partnership between women's organizations and Governments to promote the implementation of the Platform for Action and increase Governments' accountability to implement the Platform. a/	$330,000 (3 countries; regional and interregional collaboration)		
	• Peace building and conflict resolution:			
	(a) Build capacity and develop skills to strengthen women's efforts to participate in processes for peace negotiation and peace building;	$210,000 (2 countries)	$1,250,000 (technical expertise)	
	(b) Facilitate partnership between women's groups, government institutions and policy makers; b/	$100,000	$200,000	
	(c) Produce and disseminate cross-cultural information and share women's experiences.	$80,000	$120,000	
	• Work with the mainstream and alternative media to promote a more positive image of women and their role in society. a/	$330,000	$500,000 (technical expertise and consultancies)	
	Subtotal:	**$2,698,000**	**$3,770,000**	

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	Promoting the realization of women's rights (civil, cultural, economic, political and social) and the elimination of all forms of violence against women to facilitate women's full participation in their societies.			• Convention-ratification promoted in selected countries. • Wide range of women's NGOs monitoring the implementation of CEDAW.
	• Build the capacity of women's organizations and their networks to advocate for women's human rights.	$815,000 (8 countries)		• Greater awareness of gender-based violence by Governments, media, international organizations and public at large.
	• Build women's capacity to understand and use CEDAW.	$678,000 (7 countries)	$2,000,000 (20 countries)	• Greater access and gender sensitivity from administrative officials (police, judges, etc.)
	• Implement activities towards the elimination of violence against women through:			• Women better informed about their constitutional rights. • Improved legal/social status of women.
	(a) Gender-training for legal administration, governmental and non-governmental personnel;	$416,000 (4 countries)		
	(b) Assistance to women's organizations to analyse and change legislation;	$267,000 (2 countries)		
	(c) Production and dissemination of information on violence against women.	$267,000 (2 countries)		
	• Support women's organizations to implement programmes in legal literacy that educate women about their economic and political rights (inheritance, land, citizenship).	$271,000 (2 countries)	$2,000,000 (20 countries, technical and training expertise materials)	
	Subtotal:	**$2,714,000**	**$4,000,000**	

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Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Increase the number of regional programme advisers to intensify the UNIFEM capacity to work in developing countries.		$4,000,000 (4 RPAs, 1 in Asia, 2 in Eastern Europe/ the Commonwealth of Independent States, 1 in the Maghreb	
	34 per cent of total UNIFEM personnel time:	**$2,860,000**		
	OBJECTIVE TOTAL:	**$10,628,000**	**$15,270,000**	
2. Strengthen UNIFEM effectiveness by building on strategic linkages to field-level experience and incorporating the principles of a learning organization.				• Policy and programming of UNIFEM and other development agencies informed and influenced by UNIFEM learning experiences.
	• Learn from UNIFEM field experiences through regular and timely strategic reviews and evaluations of its work across regions within its three thematic areas.	$200,000 (1 global thematic review; 1 special regional review)	$300,000 (more intensive reviews, including 1 cross thematic meeting and increased participation of developing country institutions)	• International networks in the Fund's three thematic areas strengthened and better able to advocate for change.
	• Learn from the experience of other groups through:			• Information and statistics in UNIFEM publications quoted widely in other influential documents and at international fora.
	(a) Linking with international networks/alliances in the Fund's three thematic areas so as to share insights and experiences about best practices and to identify future directions;	$330,000 (support to international networks/alliances, e.g.: credit, science and technology, trade, human rights, leadership)	$900,000 (support more women's networking, particularly those focusing on South-South exchange; initiate mentoring programmes in international advocacy in UNIFEM thematic areas)	• Technical assistance, consultations and advice from UNIFEM requested and paid for by other organizations.
	(b) Providing opportunities for experts and key partners from all parts of the world to facilitate brainstorming and move forward programming of all organizations concerned in the Fund's thematic areas.	$267,000 (1 global thematic meeting; 1 cross thematic meeting; Southern women supported to attend major international fora per annum)		• Increased recognition of UNIFEM as a centre for excellence in its three thematic areas.

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Feedback to UNIFEM staff about lessons learned, best practices and strategic directions through: sharing of case studies and other relevant information across regions; preparation of concept/discussion papers based on analysis/synthesis of information available from internal and external sources.	$120,000 (40,000 per thematic area per year, up to 4 case studies/papers per annum)		
	• Produce, translate (three languages) and disseminate UNIFEM lessons about best practices and strategic directions through:			
	(a) Production of a major biennial publication which acts as knowledge base to synthesize effective strategies and experiences of UNIFEM, multi/bilateral agencies, Governments and NGOs in implementing the Beijing Platform for Action;	$100,000	$500,000 (production and publication of 2 volumes)	
	(b) Production and promotion of books, articles and monographs on UNIFEM experiences and lessons learned;	$300,000 (2 books, 5 monographs; 3 articles)	$1,188,000 (to incorporate more "cutting-edge" publications, monographs and articles; a biennial newsletter; translation and distribution in more languages as well as audio-visual materials for non-literate people)	
	(c) Production of an annual newsletter;	$33,000		
	(d) Provision of advice and undertaking consultancy work for United Nations and other development agencies; a/ b/	$70,000		
	(e) Provision of information on the Fund's work and experience through the mainstream media.		$425,000	

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Establish a computer-based rapid response system that will provide vital information on critical issues affecting women at country, regional and global levels. a/		$900,000 (policy analysis including coordinating and answering responses)	
	12 per cent of total UNIFEM personnel time:	**$1,010,000**		
	OBJECTIVE TOTAL:	**$2,430,000**	**$4,213,000**	
3. Strengthen the United Nations system's capacity to support women's empowerment and gender-mainstreaming in its policies and programmes.				• Increase in the numbers of requests and agreements for collaboration with United Nations agencies. • Increase in number of project documents country strategies, and other United Nations agency initiatives that delineate strategies for women's empowerment. • Increase in per cent of resources that UNDP and United Nations agencies devote to gender programmes. • Recognition of positive UNIFEM contributions in United Nations official documents.
	• Collaborate with United Nations organizations in operationalizing the Beijing Platform for Action as well as recommendations concerned with women's empowerment and gender-mainstreaming from other world conferences to:			

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	(a) Provide input and advise at official and inter-agency meetings, committees, and work groups and project formulation missions of UNDP, UNICEF, UNFPA and other United Nations agencies, as well as substantive participation in the Administration Committee on Coordination Inter-agency Task Forces, the Inter-agency Committee on Women and Gender Equality and the Commission on the Status of Women; b/ (b) Coordinate closely with other United Nations system women's programmes and focal points - for instance - DAW, INSTRAW, the UNDP GIDP and gender focal points - in developing indicators and information that United Nations agencies can use to assess and publicize their progress in fulfilling recommendations from United Nations conferences on mainstreaming and women's empowerment. • Assist the United Nations resident coordinator system with gender-mainstreaming in country-level initiatives by acting as gender adviser, particularly in the area of implementation of the Beijing Platform for Action. a/ • Continue collaboration with DAW in efforts to strengthen NGO interaction with the CEDAW Committee a[illegible] the work of the Committee itself.		$1,400,000 (first phase with 10 countries) $2,000,000 (second phase with additional 20 countries)	• Positive examples of United Nations agency collaboration with women's activist, advocacy and research organizations of civil society working for women's equality. • System-wide understanding and use of indicators related to mainstreaming and women's empowerment.

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Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Strengthen collaboration with UNDP to implement the Platform for Action and Direct Line 11:a/			
	(a) Joint UNDP/UNIFEM programming missions;	$500,000		
	(b) Provide a gender adviser to strengthen the UNIFEM capacity to assist;	$120,000		
	(c) Provide technical backstopping to UNFPA country support teams for implementation of ICPD.		$800,000	
	• Synthesize and widely distribute examples of successful efforts by United Nations agencies, Governments, the private sector or civil society to operationalize the Platform for Action.	$3,500	$500,000 (10 news notes, action briefs and profiles in English, French and Spanish that feature innovation and achievements)	
	• Facilitate dialogue and partnerships between United Nations agencies and civil society (activist, advocacy, and academic organizations; national, regional and international networks; the private sector, community groups, the media, etc.) that foster mutually reinforcing and nationally relevant strategies for bringing about women's equality.	$1,500	$45,000 (travel for NGO partners to meetings held as follow-up to United Nations conferences)	
	• Collaborate closely with DAW and INSTRAW to develop and implement WOMEN WATCH - a common database on the Internet to provide up-to-date information on implementation of the Platform for Action.	$15,000	$500,000 (collection, preparation, entry and updating of information for the database, promotion of the database to ensure usage)	

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Use the UNIFEM website and other communications vehicles to develop interactive systems that provide rapid responses to United Nations agency staff questions about operationalizing the Platform for Action and mainstreaming gender.	$3,500	$240,000 (for technical and substantive expertise)	
	10 per cent of total UNIFEM personnel time:	**$842,000**		
	OBJECTIVE TOTAL:	**$1,485,500**	**$5,485,000**	
4. Ensure that UNIFEM personnel and financial and programme management systems support the goals and programmes of the organization effectively and efficiently.				• Mechanisms of accountability and transparency established. • Improved efficiency due to better understanding of UNIFEM financial procedures and programme criteria.
	• Refine terms of reference for all staff to clarify lines of authority, responsibility and accountability.			• Up-to-date information on resource allocation, programme implementation and impact available to all staff.
	• Strengthen systems for staff and career development by providing timely and relevant training, feedback and information.			• Programme financial management carried out in a timely manner, through a single system that is compatible with the overall UNDP system.
	• Make greater use of task forces and teams that are cross-departmental to respond to short-term organizational challenges and opportunities.			

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Establish a management information system to better track progress of key UNIFEM functions in financial and project/programme development and assessment.	$40,000	$700,000	
	• Refine and continuously improve procedures, project selection criteria, communications and working relationships to ensure their alignment with the organization's mission and mandate.			
	• Decentralize decision-making with respect to activities to be undertaken by programme country staff.			
	23 per cent of total UNIFEM personnel time:	**$1,940,000**		
	OBJECTIVE TOTAL:	**$1,980,000**	**$700,000**	
5. Strengthen partnerships with key stakeholders so as to increase understanding of the Fund's work and its value for women's empowerment.				• Increased visibility and recognition of UNIFEM work at community, national and international level.
	• Provide regular and accessible information about the organization's goals, activities and accomplishments.	$178,000 (annual report, production and distribution costs)		• Improved coordination on key issues between UNIFEM and key donors.
	• Participate in key donor meetings on substantive issues.	$4,400		• Increased support for UNIFEM and its work from key partners.

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Organize periodic briefings and dialogues with donors, Governments, women's NGOs and the media.	$4,000		• Increased coverage of policies and practices related to women's empowerment in mainstream and alternative media.
	• Report to the United Nations, the Commission on the Status of Women, UNDP and intergovernmental and legislative bodies as required.			
	• Strengthen strategies and activities to expand understanding and support for the UNIFEM role as a key United Nations agency working for women's empowerment in the mainstream media.	$35,000	$400,000 (to enhance media coverage on women's empowerment)	• Member States well-informed of the work of UNIFEM in the area of women's economic and political empowerment.
	• Strengthen programme for UNIFEM goodwill ambassadors and national committees with regard to their role in awareness-building for the organization.	$23,000		
	9 per cent of total UNIFEM personnel time:	**$760,000**		
	OBJECTIVE TOTAL:	**$1,004,400**	**$400,000**	

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
6. Build a larger and more diversified resource base.				• Increase of $19 million over 1997 government donations.
	• To strengthen relationships with existing government donors and identify new government donors, in order to increase overall contributions to UNIFEM from Governments.	$13,000	$14,000 (increase for information, dissemination, mailing list upkeep)	• Increase in the number of Governments pledging support for UNIFEM.
	• Investigate and operationalize new funding modalities for collaboration with other United Nations agencies and Bretton Woods institutions.	$2,300	$3,000 (consultant to research modality)	• Increase of $3 million over 1997 income from private sector and innovative sources.
	• Diversify funding sources by developing a vigorous campaign targeting private and corporate foundations, private-sector corporations as well as sector-based women's professional groupings and develop innovative funding mechanisms (direct mail, merchandise sales, events, campaigns, etc.) to increase UNIFEM resources.	$7,100	$24,000 (seed money, events, materials, hospitality and travel)	• Networks of support from financial, business, information technology and legal sectors created for advocacy and resource mobilization on behalf of UNIFEM. • Increase collaboration with other United Nations agencies. • Increase of $5 million in programme funds and support costs for project/programme execution and implementation by UNIFEM from other multilateral institutions.
	• Develop "Women's Dollar Campaign" strategies and information bases to enable UNIFEM staff and partners (UNIFEM national committees, international NGOs, etc.) to mobilize resources more effectively.	$42,000 (campaign and information materials and technical expertise to assist RPAs)	$5,000 (campaign materials)	
	• Establish part-time presence in 1-2 political and economic centres for purposes of strengthening institutional relationships with key partners.		$300,000	

Objective	Activities	Resources available annually at 1997 level (In United States dollars)	Additional resources required (1997-1999) (In United States dollars)	Results
	• Develop new approaches to and products that provide opportunities for private sector partnerships for the financing of gender-responsive sustainable development.		$300,000	
	• Expand the UNIFEM capacity to market merchandise for fund-raising purposes, including: products from UNIFEM projects, products from UNIFEM national committees, products involving the UNIFEM logo, etc.		$400,000 (source product design, produce catalog office/storage rent, manager and accountant salaries equipment)	
	12 per cent of total UNIFEM personnel time:	**$1,010,000**		
	OBJECTIVE TOTAL:	**$1,074,400**	**$1,046,000**	
	GRAND TOTALS:	**$18,602,300**	**$27,114,000**	

a/ Activities suitable for execution by UNIFEM with UNDP resources.

b/ Activities suitable for financing under line 2.2 of the UNDP financial framework - support for policy and programme development (SPPD).

Abbreviations: CEDAW = Convention on the Elimination of All Forms of Discrimination Against Women; DAW = The Division for the Advancement of Women of the United Nations Secretariat; GIDP = Gender-in-Development Programme (UNDP); ICPD = International Conference on Population and Development; INSTRAW = United Nations Research and Training Institute for the Advancement of Women; NGOs = non-governmental organizations; RPA = Regional Programme Advisers; UNFPA = United Nations Population Fund; UNICEF = United Nations Children's Fund.